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Security and resilience — Crisis management — ~~Concepts~~Concept, principles and framework

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Foreword

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This document was prepared by Technical Committee ISO/TC 292 *Security and resilience*., in collaboration with the European Committee for Standardization (CEN) Technical Committee CEN/TC 391, *Societal and Citizen Security*, in accordance with the Agreement on technical cooperation between ISO and CEN (Vienna Agreement).

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Introduction

0.1 Context

The ability to respond to and recover from a crisis has become a primary concern of governments, public and private sector organizations, and regional, urban, and local communities. This concern has led to an increased emphasis on crisis response and governance by boards of management and business owners.

Crises conditions can manifest throughout all elements of society and significantly impact upon the goals and objectives of nations, regional and urban areas, communities, organizations (both public sector and private enterprise) and individual people.

Crises may arise from failures to manage security of assets, information, reputations or sovereign risks to governments or organizations or to provide safety and protection of members of society from personal injury, loss, or harm.

Guidance on crisis management and decision making under uncertainty is a much sought-after global commodity.

This document provides guidance on the origins of crises and their relationship to the global social, economic, and technological systems and their interaction with the natural environment. –A social-ecological system (SES) model is used to define the social and environmental dependencies and how the condition of these systems can change unexpectedly. It provides the knowledge to build a framework for crisis prevention, preparedness, response and recovery. .

Integral to the framework is recognition of an organizations internal and external context in which crises conditions can develop. The SES model explains the complex relationship between elements of the total systems environment in which the organization operates and achieves its objectives. The framework also establishes concepts, principles, and a structure under which all standards relating to crises can be defined and classified, creating a logical reference for the development of an ISO family of standards for crisis management.

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0.2 Focus

This document provides an informative guide to the factors contributing to crises which have the potential to pose an existential threat to people, organizations, communities, government, and societies.

In relation to societal security and resilience, a state of crisis comprises an increased level of complexity with interconnecting elements and a range of changing circumstances, often under conditions of high uncertainty. Significant adverse consequences can arise that create challenges for individuals and organizations if early warning indicators of crises are not recognised and acted upon.

Understanding the nature of crises, their key elements, characteristics and traits and the way crises evolve, is an essential prerequisite for implementation of policies, strategies and plans for anticipating crises and their management during and in post crisis situations.

Crises can be viewed from a range of different perspectives. They arise out of varying circumstances and with different effect in almost any personal, community, organizational or natural environment. Often the human element is a common thread contributing to systemic failures and crises.

With a high degree of interconnectivity, a state of crisis can also create a contagion effect, transmitting the consequences of crises among people and to organizations.

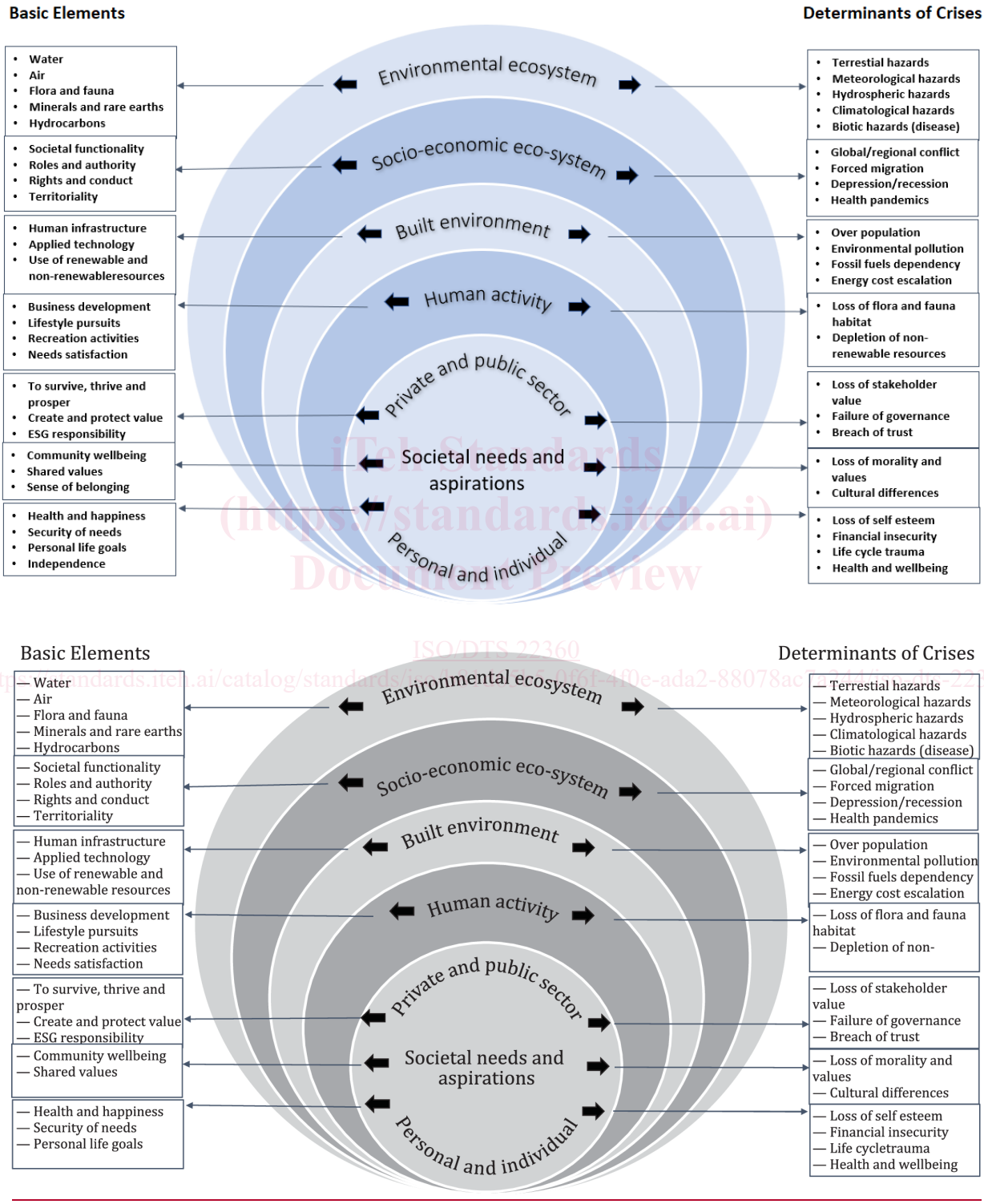
Frequently, the emergence of a state of personal crises for an individual may have a direct effect on other people, creating social crisis contagion, simply by association. The inability of people to cope with ~~a~~ difficult or intolerable personal circumstances can result in poor judgement or irrational decision making in the workplace, thereby exposing the organization to failures that may ultimately affect the operational integrity of the business and its brand and reputation.

Systemic failures such as the global financial crisis and the world-wide COVID-19 pandemic, demonstrate that crises can transition to, and transcend all boundaries of modern society.

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In today's complex and interconnected society, organizations need to better understand the multiple sources and vectors of risk and how knowledge of these critical interdependencies and their influences on people, organizations and communities can contribute to more effective crisis management policies and strategies and plans.

The social-ecological system (SES) model and framework for establishing the contexts in which crises originate and how they determine a crisis, is shown ~~below in Figure 1.~~in Figure 1.



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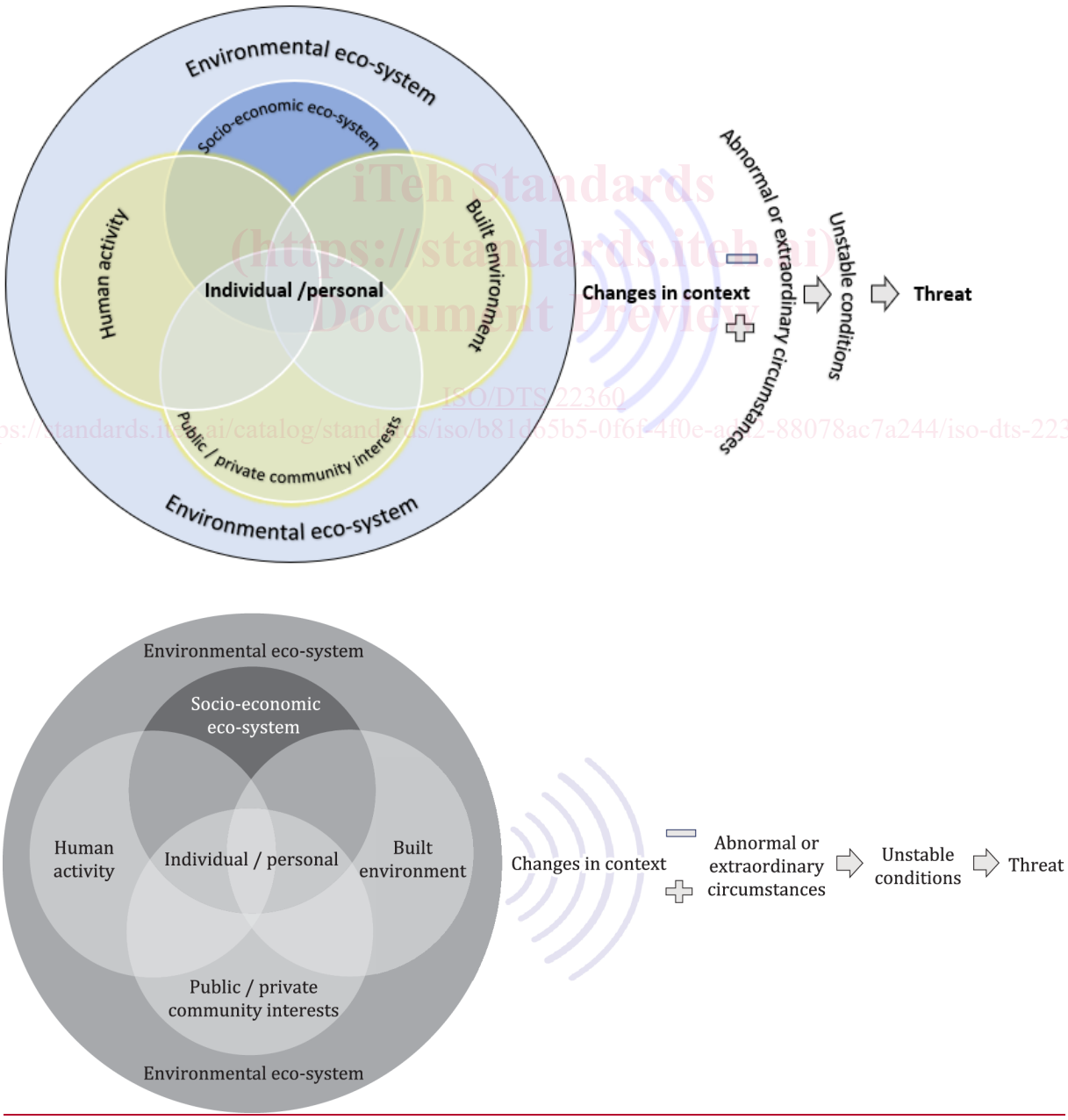
Figure 1 — Crises framework - the social-ecological system (SES) model

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Figure 2Figure 2 provides the basis for understanding of sources of crises. It illustrates the fundamental elements of a social-ecological system and the interactions between multiple system components. Any changes in context (structure or composition) in any of the sub-systems, or changes in interconnected and overlapping relationships, can be the source of abnormal or extraordinary events, and unstable conditions leading to issues, incidents, emergencies, and potential crisis situations.

Early detection of changes in conditions within systems that are often complex, creates awareness of potential factors than can influence or contribute to crises affecting an individual, organization, community or society and the way in which they interface with the natural environment.

Issues, incidents, emergencies, and crises can emerge directly from changes in a single system component. However, the volatility, uncertainty, complexity, and ambiguity associated with unstable conditions in the connecting nodes and their links within a social-ecological system can significantly influence the rate at which these changes in the environment can transition to emergency or crisis conditions.



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Figure 2 — Systems changes and emergence of initiating events.

0.3 Purpose

This document provides information to help users understand crisis concepts and principles. It explains the inherent characteristics of crises, and identifies areas for analysis where improved policies, strategies and standards can be developed to enhance the resilience of people, organizations, communities, governments, and societies. to anticipate, prepare, respond to, recover from, or adapt to crises. It establishes a conceptual framework, applying an integrated social-ecological systems approach to contextualising crises as they relate to the human factor, and their impact upon, communities, organizations, governments, and society generally.

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Security and resilience — Crisis management — ~~Concepts~~Concept, principles and framework

1 Scope

This document provides an outline of crisis concepts and the principles that inform and support contemporary thinking on the circumstances and conditions under which crises can develop.

It specifies:

— concepts and principles, governing crises;

— the social-ecological system (SES) framework in which crises develop;

— factors that contribute to crises;

— the progression and evolution of a crisis;

— a structure for classifying crises;

— the relationship between issues, incidents, emergencies, disasters, and crises;

— a crisis taxonomy for the systematic development of policies, strategies, and standards, relevant to crisis management (see Annex A).

This document does not provide, guidance on how organizations can:

— manage physiological or psychological aspects of human reactions to personal crises;

— manage personal health or public health crisis affecting individuals, communities, or having broader impacts on society;

— design, develop or implement crisis management programs or plans;

— develop a strategic capability for crisis management;

— apply crisis management techniques to specific crisis situations.

This document is applicable to all organizations. It can also be applied by standards users and standards writers and educators. It encourages a better understanding of crisis concepts and the interconnected characteristics of factors that contribute to crises through referencing the crisis controls and effects social-ecological system model. The application of the principles described in this document can encourage consistency in the use of crises related terms and definitions and complements other ISO standards for crisis management.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 22300, *Security and resilience — Vocabulary*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 22300 and the following apply.

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